

# **COMPLETION REPORT**

## **BUILDING EQUITY & ECONOMIC PARTICIPATION (BEEP) PROJECT**

**Contract No. 504-0107-C-00-6201-00**

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## ACRONYMS

BEEP	Building Equity and Economic Participation
EOPS	End of Project Status
ERP	Economic Recovery Program
GOG	Government of Guyana
ID	Institutional Development
IDB	Inter-American Development Bank
IGI	IGI International, Inc.
IPED	Institute for Private Enterprise Development
LOE	Level of Effort
LRJ	Legal/Regulatory/Judicial
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MTTI	Ministry of Trade, Tourism and Industry
NGOs	Non-Governmental Organizations
PSIP	Public Sector Investment Program
PSOs	Private Sector Organizations
SRE	Strengthening and Regulatory Environment
TOR	Terms of Reference
USAID	United States Agency for International Development

# COMPLETION REPORT

## BUILDING EQUITY & ECONOMIC PARTICIPATION PROJECT

### I. INTRODUCTION

#### A. Background:

Over the last few years, Guyana has undergone exceptional transformation. As noted by the World Bank, "few countries have moved so far so fast". In 1988 Guyana's economy was on the verge of collapse, emigration of skilled workers accelerated which depleted the country of most technical skills, and authoritarian rule was deeply entrenched. Progress was initiated with the IMF-monitored Economic Recovery Program (ERP), designed in 1988 to reduce the public sector and reverse policies hindering movement towards a market economy. In 1992, Guyana's first democratic election in more than two decades furthered the transformation and adjustment process.

In response to Guyana's need for training and technical assistance in both the public and private sectors, the United States Agency for International Development (USAID) developed the Building Equity & Economic Participation Project (BEEP) designed to assist the Ministry of Finance (MOF), the Ministry of Trade, Tourism and Industry (MTTI) and numerous private sector organizations (PSOs) and Non-Governmental Organizations (NGOs). Targeting PSOs and NGOs enabled the BEEP to extend services to a large number of Guyanese entrepreneurs and developmental groups, including many small and micro business people.

#### B. Goal/Purpose of the Project:

The goal of the BEEP project was expanded economic opportunities for the urban and rural poor. Indicators of goal achievement included increased value of non-traditional exports, increased private sector contribution to GDP, increased private sector employment, increased access to consumer credit, and more equitable income distribution. The critical assumptions for goal achievement were: 1) the GOG would maintain its market-led economic policy framework over time; and 2) a sound and equitable policy and legal/regulatory/judicial (LRJ) environment and strengthened support services would combine to improve the business environment for all levels of entrepreneurs.

The purpose of the project was to strengthen the business environment in Guyana in order to bring about economic growth with equity. The business environment is

defined as the macroeconomic and fiscal policies, and the LRJ and institutional framework that govern all public and private sector investment activities.

C) End of Project Status:

At the end of the project, the following performance targets should have been achieved:

- The GOG would have increased capacity to implement economic, financial and other business-related policy and regulatory reforms to produce greater growth with equity;
- The private sector would expand participation of urban and rural poor and exhibit broader-based, inclusive, articulate participation in national and sectoral policy and LRJ formulation and implementation processes; and
- Small, micro-, and non-traditional enterprises would have increased access to investment opportunities (e.g. increased skills, increased information, increased access to capital).

## II. OVERVIEW OF PROJECT

A. Summary of Scope of Work/Key Activities:

The project implemented an institutional development (ID) strategy for the MOF and MTTI which focused on institutional strengthening technical assistance and training at two levels: 1) the organizational level; and 2) the management subsystems level.

First, at the organizational level, the project focused assistance on instituting a strategic planning and management system in both the MOF and the MTTI. This effort was intended to (1) develop within each ministry a shared vision of its mission, work tasks (both long and short-term), and unit capabilities; (2) to establish communication and guidance processes that forge links between the ministries' strategic tasks and their routine operations; and (3) to build a working environment that provides more opportunities for recognition by ministry leadership of employee performance.

Second, at the management subsystems level, the project targeted the "nuts and bolts" systems that contribute to the MOF's and MTTI's abilities to function as viable policy reform and articulation agencies.

Within the MOF, three subsystems received assistance. Assistance to the project management subsystem was provided to develop a simple and feasible system for collecting and reporting data on Public Sector Investment Program (PSIP) projects and to help division staff build skills in diagnosing and analyzing implementation and management issues in the PSIP as part of the monitoring and evaluation (M&E) system. The policy analysis and guidance subsystem received assistance in tracking of policy conditionalities (e.g., World Bank, IMF, and IDB), monitoring and reporting policy impacts, and analyzing policy alternatives and implementation issues. The operational support subsystem was assisted to improve personnel records management, filing systems, information storage and retrieval, word processing facilities and skills, and correspondence tracking and response.

Within the MTTI, the policy analysis and guidance subsystem received support to develop capacity in the areas of export and investment policy development and promotion, including promotional materials and manuals; data collection and reporting; and outreach to the private sector. Assistance in enhancing the Ministry's "Customer Care" and "Consumer Hotline" services was provided. The operational support subsystems, including the MTTI's physical plant and the secretarial, clerical, and personnel functions were also supported.

The project strengthened selected PSOs -- business associations such as trade associations and chambers of commerce -- and NGOs that work with micro and non-traditional enterprises to foster more broad-based, inclusive, and articulate participation in national and sectoral policy/regulatory formulation and implementation processes.

These PSOs/NGOs were assisted through three project elements. The Strengthening and Regulatory Environment (SRE) element examined operational constraints to promote growth with equity in the economy; addressed outstanding regulatory issues which need to be clarified to create transparency about rules and regulations governing private sector activities in Guyana; and examined options for resolving outstanding policy or regulatory issues that impede private sector growth and/or have a negative impact on the poor. Assistance was jointly programmed between the MOF and/or MTTI and interested PSOs/NGOs.

The Strategic Planning element helped the PSOs and NGOs examine ways to rationalize their operations; helped them expand their perspectives of their role in economic development; and assisted them in developing the capacity to provide representation and services to all levels of entrepreneurs. Particular emphasis was placed on strengthening emerging groups of organizations and consortia, such as the proposed NGO Consortium.

Lastly, the Institutional Strengthening element also provided more specific assistance to individual PSOs and NGOs to help them find ways to improve their operations, financial viability, and overall effectiveness.

#### B. Staffing, Level of Effort, Resources and Time Frames

The purpose of the USAID/IGI contract was to procure technical assistance, training, commodities and other inputs to implement and achieve the objectives of the BEEP project. IGI International, Inc. (IGI) was selected as the Contractor to serve as the primary implementing entity for the project. In this capacity, the Contractor provided the following inputs (see Annex D for summary report):

Long-Term Technical Assistance: Approximately 60 person-months of long-term technical assistance.

Short-Term Technical Assistance: Approximately 73 person months of short-term technical assistance of which approximately 30 months were procured from off-shore sources and approximately 43 months of local consulting assistance.

Training: Approximately one hundred and two (102) person-months of training were provided, of which approximately seven (7) person months were U.S. and Third Country training, and approximately ninety five (95) person months of in-country training.

Commodity Procurement: Approximately \$423,000 to procure office, training, and information equipment and supplies.

In-Country Support: A four-person administrative/clerical staff in the Liaison Office in Guyana to support the project team.

Home Office Back-stopping: Minimal, but adequate to ensure support, supervision and quality control as required by the in-country team.

The contract duration was 34 months and was funded through the USAID/BEEP project.



The Contractor provided two resident advisors, one for 27 months and the other for 33 months to assist in achieving project objectives. A Macroeconomic/Policy Advisor was placed in the MOF's Office of Planning and Policy Development, and focused primarily on capacity-building activities within the MOF. A Business and Enterprise Development Advisor carried out the dual roles of Advisor to the MTTI, and to selected PSOs and NGOs targeted for project assistance.

C. Methods of Work:

In order to effectively utilize BEEP resources and overcome some of the constraints confronting the MOF and MTTI, the project faced three initial challenges: first, it had to rationalize BEEP support by identifying the priority needs of the ministries and the PSOs/NGOs, and their interrelationships, so that BEEP support could be targeted to those needs; second, the informal project management team (including representatives of the MOF, MTTI, USAID and the contractor) had to be formalized and supported as the organizational mechanism to plan and program BEEP assistance; and third, the Project Management Committee working with ad hoc groups and task forces in the ministries, and the PSOs/NGOs, had to coordinate the implementation of the overall BEEP assisted program.

During their first few months on site, the two BEEP Long Term advisors prepared an "Inception Report" which provided a summary of key issues to be addressed and detailed recommendations for the support to be provided by the BEEP project to the ministries and the PSOs/NGOs. Within this initial framework, the Long Term Advisors worked with the respective ministries and the PSOs/NGOs in an ongoing process to establish priorities, develop specific plans, coordinate the implementation of activities, monitor and evaluate the implementation process, and incorporate these results in the subsequent round(s) of project planning.

An important component of this ongoing project planning/ implementation/ evaluation process was the annual strategic planning process conducted at the MOF and MTTI, and the strategic planning workshops conducted with the PSOs and NGOs. Frequent meetings of the Project Management Team and the preparation of routine quarterly reports were also key elements of this process.

The actual implementation of the BEEP project involved three basic service delivery mechanisms: technical assistance (both long term and short term), training and procurement of commodities. The two Long Term Advisors, in addition to providing a substantial part of the technical assistance and training themselves, also managed and provided the continuity for a wide range of short term technical assistance and training by various specialized consultants. Most of the training provided by the BEEP project was in the form of “on-the-job” training conducted by and incorporated in the various assignments of the Long Term Advisors and the short term consultants. But the project also sponsored several specific training activities, conferences, seminars and workshops.

One of the major institutional strengthening priorities identified in the project design and reinforced throughout the strategic planning process with the MOF, MTTI and the PSOs/NGOs, was the need for a wide range of office furniture and equipment, as well as the improvement of physical facilities. The strategic planning process was used to identify priorities, to develop detailed specifications for the items required to meet the needs of the recipients, to determine the related needs for technical assistance and training, and to integrate and coordinate the procurement/delivery of furniture and equipment with the implementation of any related physical facilities improvements, as well as any related short-term technical assistance and training.

Based on the needs and priorities for specialized short term technical assistance and training that were identified in the strategic planning process with the ministries and the PSOs/NGOs, detailed Terms of Reference (TOR) were drafted for each short term assignment. After review and approval of the TORs by the GoG and USAID, qualified consultants were recruited and the Long Term Advisors assumed responsibility for briefing, supporting and monitoring the implementation of each assignment. Each short term consultant was required to present and discuss his/her findings and recommendations with the relevant ministry and USAID representatives prior to completion of a written final report.

A complete list of all reports developed by BEEP consultants is presented in Annex A. The list of all items procured by the BEEP project is presented in Annex C, and Annex D provides a summary of the level of effort for technical assistance and training provided throughout the BEEP project.

D. Reporting:

- (a) Performance Reports: The Contractor submitted a series of eleven (11) quarterly reports during the 34-month project period. The routine performance reports summarized progress of the major activities in process during the respective quarterly period in relation to established objectives under the terms of the contract and/or in work-plans, indicating any problems encountered, and proposing remedial actions as appropriate.

These quarterly reports also provided a financial status report, including the dollar amount of the total contract costs, actual expenditures for the reporting period and cumulative expenditures to date. The report also provided the total estimated level of effort, the level of effort utilized during the reporting period and the cumulative total level of effort utilized to date in person-months.

- (b) Completion Report: The Contractor has prepared a completion report which summarizes the accomplishments of the assignment, methods of work used, and recommendations regarding unfinished work and/or program continuation. The completion report also contains an index of all reports and information products produced by the contract.

- (c) Other Reports and Information Products: In addition to the required performance and completion report, the Contractor submitted to PPC/CDIE/DI in USAID/Washington copies of other reports and information products. These reports and information products include documents, studies, publications, and other intellectual material prepared by the contractor which describe, communicate and document development program activities and experience performed under this contract (see Annex A).

### III. SUMMARY OF ACCOMPLISHMENTS

Two (2) long-term advisors were resident in Guyana during the life of the BEEP Project: the Macroeconomic/Policy Advisor who was based in the Ministry of Finance and focused primarily on capacity-building activities within that Ministry; and the Business and Enterprise Development Advisor who was assigned to the Ministry of Trade, Tourism and Industry, with half of his time spent as Advisor to MTTI and the other half as advisor to selected PSOs and NGOs who were targeted for project assistance.

In addition to the two resident advisors, various short-term consultants (off-shore and local) were hired to provide technical assistance in the following areas:

A. Ministry of Finance:

- 1) Preparation of a needs assessment of the computer hardware and software complement for the installation of a Management Information System.
- 2) Conducting a review of the tender board process, award of contracts, regulations, procedures and existing legal framework for the national tender board system in order to make it more amenable to Guyana's development needs, and recommendations for changes to legislation, organization structure, procedures and practices governing tendering and procurement.
- 3) Training the trainers for MOF Strategic Planning Workshop and assistance in workshop design and preparation.
- 4) Preparation of a draft Strategic Plan for 1996-97.
- 5) Preparation of floor plans for the remodeling of the MOF facilities.
- 6) Preparation of an electricity audit of the buildings which house the MOF in preparation for implementing computer-based management information systems.
- 7) Reorganization of the MOF based on initiatives outlined in the Strategic Plan.
- 8) Conceptualization/refinement of the staff development program and strengthening of personnel procedures and practices within MOF.
- 9) Providing a nine-month consultant to strengthen the MOF's budgeting systems and capabilities.
- 10) Providing a nine-month consultant to support capacity building initiatives in management information systems and institutional development in the MOF.
- 11) Providing short-term senior staff to act as the main counterpart to capacity building and institutional strengthening initiatives in tender and procurement reforms in the MOF.
- 12) Preparation of complementary recommendations for the reorganization of public sector procurement, for revision of procedures manuals in accordance with the revised Tender Board laws and policies and with development banks' guidelines, and for provision of training in the revised policies and procedures.

- 13) Preparation of the Strategic planning process, designing and facilitating the Strategic Planning retreat, and preparing a draft of the 1997/98 Strategic Plan.
- 14) Providing a seven-month Budget Specialist to strengthen the MOF's budgeting systems and capabilities.
- 15) Development of an Information Technology Strategic Plan.
- 16) Providing a computer professional to support capacity building in MOF Records Management.

B. Ministry of Trade, Tourism & Industry:

- 1) Conducting a needs assessment of the computer hardware and software complement for MTTI for the installation of a Management Information System.
- 2) Drafting an updated Investor's guide to Guyana to reflect all existing concessions and incentives for private sector investors.
- 3) Conducting a review of the government's existing arrangement for formulating, analyzing, implementing and evaluating trade policy, and providing detailed recommendations on the establishment of a Trade Policy Unit (within MTTI) with adequate institutional capacity.
- 4) Training of the professional and technical cadre of MTTI and its associate agencies to institutionalize strategic planning and management systems for capacity building and institutional strengthening.
- 5) Facilitating the on-going process of strategic planning in MTTI and assisting in the preparation of the first draft of the 1996-97 strategic plan.
- 6) Preparation of an updated investors' guide to doing business in Guyana.
- 7) Preparation of floor plans for MTTI and an electricity audit.
- 8) Providing customer service training and development/training for the consumer hot line.
- 9) Development of protocols and a work plan for the Consumer Protection Advisory Committee.

- 10) Development of a communications strategy for MTTI and its divisions and agencies, with special focus on assistance to the Consumer Affairs/GNBS public outreach campaign.
- 11) Drafting an Investment Strategy for Guyana, designed to promote private sector investment by domestic and foreign investors.
- 12) Preparation of the MTTI 1997 Strategic Planning process.
- 13) Design and facilitation of the MTTI 1997 - 98 Strategic Planning retreat and preparation of a draft Strategic Plan.
- 14) Installation of informatics.
- 15) Providing technical assistance and training to establish the Trade Policy Unit.
- 16) Study of the impact on government revenues of the recommendations contained in the draft proposals for an investment strategy.
- 17) Providing a review, assessment and recommendations for optimizing Guyana's trading benefits from bilateral, regional and multilateral trade agreements.
- 18) Preparation of draft tourism legislation.
- 19) Conducting an assessment and providing recommendations for strengthening Guyana's institutional capacities to foster and promote development of the tourism industry through the establishment of a statutory tourism entity.
- 20) Designing and facilitating the 1998 - 99 Strategic Planning Retreat and preparation of a draft Strategic Plan.

C. PSOs/NGOs:

- 1) Conducting a review and preparing a report on the advantages and disadvantages of a possible merger of GOINVEST, GEPC and NGMC, and to making a recommendation to the Minister of MTTI.
- 2) Assessment of outstanding regulatory and policy constraints impacting the private sector.
- 3) Preparation of a strategy and action program for strengthening the institutional capacities of NGOs.
- 4) Development of a training program for the Institute of Private Enterprise Development (IPED) micro-enterprise credit operations.
- 5) Completion of Phase 1 of a core project to guide approximately 20 NGOs through a strategic planning process and to assist them in developing viable project proposals and a related support project to facilitate establishment of a proposed NGO Advisory Council.
- 6) Preparation and delivery of a two-week training program in micro-enterprise credit to personnel of IPED.

**In addition to the above technical assistance and training activities, various commodities (informatics hardware, software, peripherals and office furniture/equipment) were procured for the MOF, MTTI and the PSOs/NGOs. Attached as Annex C to this report is a list of all the commodities procured under the project.**

D. PROGRESS TOWARDS EOPS:

The above accomplishments enabled the BEEP project to achieve the EOPS indicators, specifically:

- The aggregate impact of technical assistance provided by the long-term advisors and short-term consultants, as well as the procurement and installation of informatics and non-informatics equipment and the related training of the staff at MOF, MTTI and the PSO's and NGOs, have enhanced the implementation capacity of the GOG for economic, financial, policy and regulatory reform, in respect of equitable economic growth.

- Activities in the areas of public education strategies and overall communications policy, benefiting from the recommendations of various BEEP-funded consultants, have enhanced the capacity of the ministries to alleviate poverty in rural and urban areas and to address issues in the wider society.
- The completion of the tourism legislation will enable the ministry to effectively deal with improving the living standards of Amerindian communities and the general economic conditions in the interior.
- The completion of the training of the IPED staff will lead to improved job creation in the private sector, especially for women and the poor in rural areas. Small and micro enterprises should eventually be able to participate more effectively in national and sectoral policy formulation affecting their interests and be able to improve their access to relevant skills and information.

#### IV. RECOMMENDATIONS REGARDING UNFINISHED WORK AND/OR PROGRAM CONTINUATION

##### A. Areas in Which Work Was Initiated But Not Completed:

- 1) Tender Board Reform within MOF: TOR #29 approved two Tendering Specialists to review and refine previous recommendations for strengthening the tendering system, to establish the necessary computer support systems, and to provide the technical assistance and training which would enable the MOF to implement a recommended program of legislative, regulatory, organizational and procedural reforms with respect to the Government's national Tender Board System.

The assignment was to be undertaken in three phases: (a) the inception mission for complementary legislative recommendation; (b) the three procedures manuals; and (c) the implementation of training activities and the assistance for the computer support system.

The two consultants engaged for this assignment completed only the first phase. The June 29, 1997 Inception Report prepared by these consultants identified the following areas for improvement:

- (a) Lack of public government regulations that are in conformity with international practices for goods and works;
- (b) No specific regulations related to the procurement of services;
- (c) Procurement Audit for post review of contracts exist, but no regulations are available for Audit before tendering and for on-going contracts;



- (d) No specific anti-collusion provisions, including bid-rigging and conspiracy;
- (e) Adjudication, award and signature of contract, may need more flexibility by written delegation;
- (f) Financial limits have not been revised and up-dated recently.

In summary, the consultants reported that the legal framework was considered deficient and obsolete, and practices were not standardized. Previous assistance did not provide sufficient background to the GOG to proceed with the reform. The Consultants were of the opinion that a complete new Bill is necessary to address problems and issues; and that detailed procurement/tendering regulations and procedures are necessary to improve and upgrade tendering and all phases and steps of the public procurement process, including more clear and more flexible allocation of authorities and responsibilities.

- 2) Refinement of MOF Staff Development Program: TOR #17 approved a 2-person team comprising of a Human Resources Specialist & an Organizational Development Specialist to assist the MOF in strengthening its staff development program and improving utilization of personnel by (a) conducting an employee skills assessment; (b) designing a staff training program; (c) reviewing/refining job descriptions; (d) working with the Public Service Commission to prepare an employee's handbook of policies and procedures; and (e) providing supervisor and staff training in policies and procedures.

The two consultants completed their first site visit and prepared three draft reports, titled: (1) Human Resources for Staff Development; (2) Building Effective Human Resources Systems: Job Titles/Descriptions; and (3) Building an Effective Human Resource System. The second visit to Guyana was not completed to deliver the orientation/training sessions for the MOF supervisors.

- 3) Investment Strategy & Investment Code: TOR #26 was approved to conduct a broad-based process of data collection and dialogue resulting in the development of an Investment Strategy and a draft Investment Code for Guyana which would include specific revisions within the legal and regulatory framework as well as institutional and procedural reforms designed to promote private sector investment by domestic and foreign investors.

This assignment was to be undertaken in three phases: (1) data collection; (2) Participatory Strategy Formation; and (3) Strategy Refinement and Buy-In.

A three-person team prepared a draft report on Investment Strategy. But completion of phases (2) and (3) of the ICODE TOR was suspended pending the preparation of a study of the fiscal impact of the recommended investment strategy. That fiscal impact study was submitted in June 1998, but no further action was taken.

B. Assignments That Were Completed (During the Last Six Months of the Project) in Accordance With the TORS, But That Included Recommendations for Follow-up Work Not Yet Addressed:

1) Capacity Building in Records Management at the MOF:

Short Term: Implementation of the proposed plan of action requires a team leader with information management skills. In view of the absence of these skills in the Registry, it is recommended that a Technical Committee, comprised of the Head of the Management Information Systems Unit, the National Archivist, the Senior Registry Supervisor, and representation from the SPS, AG and ST departments, be put in place to:

- **implement the simple computer system, outlined in the consultant's report, including the files of the Accountant General, the Secretariat of the Secretary to the Treasury and the State Planning Secretariat;**
- **implement the computer training program and other records management training which will prepare employees to carry out their records responsibilities efficiently and with motivation;**
- **provide for proper storage equipment, and take action to ensure that all files and filing cabinets are restored to their correct location;**
- **prepare a written set of rules or guidelines to ensure greater understanding of the records management system and accuracy in filing.**

On completion of data entry, the Committee will need to identify a group of individuals, preferably one from each department, to study the data and make recommendations for rationalization of terms used and to identify inter-relationships.

Medium-term: It is common today for organizations to establish several different systems, variously called document management, information management, records management. These systems typically cannot communicate with each other, creating separate "islands of information". A consistent subject approach provides a mechanism to achieve uniformity. Some systems today can add synonyms to a thesaurus during the input process to

bridge individual differences in perception. The integrated database management software recommended for records management can handle a variety of database applications, e.g. library, full-text document handling.

- **It is important for the Ministry to develop a strategy for information assets management, rather than continue to proliferate diverse applications. There is a need to bring these systems together in one comprehensive system that can effectively manage the Ministry's information assets.**

The National Archives recently acquired state-of-the-art microfiche equipment. Its resources, in terms of supplies, may be limited.

- **The Technical Committee should explore the possibility of an agreement between the two institutions to have critical records microfiched and linked to the computer index.**

Electronic documents, including electronic mail, should be subject to the same management controls as other government records, including disposition requirements. **The Technical Committee** should:

- **initiate and seek approval of policies, standards and procedures to ensure that electronic documents are used effectively for government business, and**
- **ensure that staff are aware that information residing on electronic mail systems constitutes a government record and must be managed as such.**

## **2) Trade Policy Unit Implementation**

The BEEP project has provided MTTI with the internal hardware and software infrastructure for internet connectivity including the necessary components for a Guyana Trade Point. International electronic commerce is growing rapidly and Guyana must move soon if it is to be a player in that arena.

What is required to achieve the trade point goal is a permanent telecommunications connection. Current rates from GT&T for a 64kbs line are approximately US\$1,400 per month. The additional hardware required is a CSU/DSU modem (US\$400), a router (US\$2,500) and some additional modems for enhanced dial-in capacity (US\$600). Given these additions MTTI would have the capacity to act as an Internet Service Provider (ISP) for its physically scattered units (GEPC, GO-INVEST, etc.) and would be able to house its external web site and trade point program. Human resource skills

would be required as well and Mr. Andrew Mancey with the SDNP has expressed a willingness to assist. He has even offered to consider housing a trade point at his site should there be interest from MTTI and should MTTI be unable to do it internally. Given relatively slow connectivity in Guyana to the rest of the world it would also be advantageous to find mirror sites for the MTTI internet presence.

## **SOFTWARE**

### Microsoft NT Training CD-ROM and NT Reference Library

The TPU server machine is currently running the Microsoft NT version 4.0 network operating system. While NT is one of the more user friendly network operating systems it is still a relatively complex piece of software. Given historical personnel turnover rates and the likelihood that they will continue into the future, it is necessary to have training resources available on site and a mechanism to implement their use.

### Microsoft FrontPage 98

The development of an internet presence for MTTI through a web page is important for both the internal and external dissemination of information and data. Front page is a complete web page development environment that provides user friendly “wizards” with which one can design a professional looking web page in a matter of hours without the need to learn HTML. Windows NT comes bundled with FrontPage version 1.1 and that version is installed on the server machine. The newest version should be acquired which contains more user friendly interfaces.

### McAfee Virus Protection for NT Server

McAfee VirusScan 3.0.0 virus protection software was acquired that runs on Windows 95 and Windows NT Workstation. NT Server, not Workstation was the network software that was acquired for the TPU and NT Server requires a separate virus protection software package. McAfee Virus Scan for Windows NT Server **must** be acquired for the TPU network server.

## **HARDWARE**

### **Memory Upgrades**

The Server is currently running with 32MB of RAM and should be upgraded to 64MB of RAM. Each of the three original machines should be upgraded from 16MB of RAM to 32 MB of RAM, especially the computer designated for desktop publishing.

## **DATA RESOURCES**

A number of CD-ROM based data resource packages are available and the following is recommended for acquisition by the TPU:

### **PC-TAS: Trade Analysis System on CD-ROM**

This CD is available from the ITC and is the latest development in the earlier TRAINS project. It contains detailed time series and trend data from the UN Statistical Office COMTRADE database for 71 reporting countries. It is available from ITC UNCTAD/WTO, Palais des Nations, 1211 Geneva 10, Switzerland for US\$450.

### **3) MTTI 1998/99 Strategic Planning**

The following recommendations were made by the consultant in order to assist in the efficient implementation of the Strategic Plan for 1998/99:

- **Implement a System for Control and Planning:** Controls will assist in the proper management of time and resources as well as provide feedback in the progress being made. Regular review sessions will allow for articulation with respect to changes, new goals, reports on the environment and adjustments with respect to resource needs.
- **Review Public Service Management System Conditions of Employment:** Policies with respect to recruitment and selection, staff training and development, promotion and transfer, wages and salaries should reflect a correction of the problems the Ministry now faces, and promote transparency in Human Resources Administration.
- **Planning/Budgeting Balance:** A clearly defined linkage between planning and budgeting should be established. Budgetary control must be seen as a vital part of the strategic management process.

- Institute a System for Effective Communication: Establish an effective communicative system within MTTI to facilitate and monitor implementation of the Action Plan.
- Team Building: Foster and provide training in team building in the MTTI to allow members of the various divisions to identify and fully utilize each other's resources and skills so that their mutual interdependence will result in more effective problem-solving and task accomplishment.

## **ANNEX A**

### **REPORTS PREPARED FOR BEEP PROJECT**

All reports prepared by consultants under the BEEP Project were prepared in accordance with USAID Contract Number 5094-0107-C-00-6201-00. Hard copies and electronic copies have been submitted to PPC/CDIE/DI in AID/Washington in accordance with Section F of the above mentioned contract.

For convenience and economy of space, all reports are listed below only by title, author(s) and date of submission. The cover page of each report actually submitted to USAID also includes the following information:

<b>Contract No.</b>	504-0107-C-00-6201-00
<b>Project Title:</b>	Building Equity & Economic Participation Project
<b>Report Title:</b>	
<b>Name of Author:</b>	
<b>Issuance Date:</b>	
<b>USAID Project Office:</b>	USAID/Guyana
<b>Name of Contractor:</b>	IGI International, Inc.
<b>Address of Contractor:</b>	13899 Biscayne Blvd. Suite 205, NMB, FL 33181

#### **A. GENERAL:**

1. Inception Report (16 February 1996) - *Coby Frimpong and Patterson Thompson*
2. Quarterly Project Reports:
  - November to December, 1995 (*14 February 1996*)
  - January to March, 1996 (*2 May 1996*)
  - April to June, 1996 (*31 July 1996*)
  - July to September, 1996 (*11 October 1996*)
  - October to December 1996 (*17 January 1997*)
  - October to December 1996 (Revised) (*26 February 1997*)
  - January to March, 1997 (*10 April 1997*)
  - April to June, 1997 (*24 July 1997*)
  - July to September, 1997 (*4 November 1997*)
  - October to December, 1997 (*13 January 1998*)

- January to March, 1998 (*29 May 1998*)
- April to July, 1998 (*6 August 1998*)

**B. MINISTRY OF FINANCE**

1. Bill of Quantities for Proposed Alterations to Ministry of Finance (December 1996) - *Construction Management Services*
2. Technical Audit & Drawing for Ministry of Finance Office Buildings - *Minelli Engineering Limited*
3. Project Report for the Proposed Alterations to the Ministry of Finance - *Gordon I. McDavid*
4. Report on Technical Audit for Ministry of Finance Office Buildings - *Minelli Engineering Limited*
5. Guyana Tender Board System Review & Recommendations (3 May 1996) - *Willis W. Jourdin*
6. Proposed Restructuring of Ministry of Finance (18 April 1997) - *K. C. Soares*
7. Tender Reform of Guyana, Ministry of Finance, Inception Mission Report (29 June 1997) - *Ginette Jobidon & Gaétan Gobeil*
8. Human Resource for Staff Development for the Ministry of Finance, Document I; Building Effective Human Resource Systems for the Ministry of Finance; Building Effective Human Resource Systems Document 2 - Job Titles/Descriptions; Training Development Recommendations for Ministry of Finance (June to August 1997) - *K. C. Soares & Patricia Digh*
9. Strengthening the Ministry of Finance Management Information Systems & Capabilities, Monthly Report (April, May & September 1997) - *Tony Farnum*
10. October to December 1997 Quarterly Report - Strengthening the Ministry of Finance Budgeting Systems and Capabilities (30 January 1998) - *Winston Jordan*
11. Ministry of Information Technology Plan 1998/99 (July 1998) - *Lance N. Hinds*



12. Final Report, Strengthening the Ministry of Finance Budgeting Systems and Capabilities (31 July 1998) - *Winston Jordan*
13. Ministry of Finance Strategic Plan 1998-1999 (August 1998) - *Sandra V. Jones*
14. Capacity Building Records Management at the Ministry of Finance (11 August 1998) - *Wilma J. Primus*

**C. MINISTRY OF TRADE, TOURISM & INDUSTRY**

1. Final Report: Computer Needs Assessment for the Ministry of Finance & Ministry of Trade, Tourism & Industry (May 1996) - *Doug Lucius*
2. GO-INVEST, GEPC and NGMC - A Situational Analysis of Operational Effectiveness and Merger Possibilities (15 May, 1996) - *David Ivan Yankana*
3. Strengthening Trade Policy Execution in the Ministry of Trade, Tourism & Industry (9 August, 1996) - *Wesley Boles & William Huth*
4. To Provide Preparation, Facilitation and Follow-up Assistance to the Ministry of Trade, Tourism & Industry Strategic Planning Retreat (19 September, 1996 ) - *Kandell Bentley-Baker*  
- Preliminary Planning for Retreat for MoF & MTTI
5. Doing Business in Guyana Information Guide (December 1996) - *E. Lance Carberry & Wayne Fordyce*
6. Sample Contract between Government of Guyana & Contractor for the Renovation of the Head Office of the Ministry of Trade, Tourism & Industry (March 1997) - *David Klautky & Associates*
  - Renovation of Head Office of MTTI, Addendum I
  - Engineer's Estimate
  - Bill of Quantities and Technical Specifications
  - Profile of David Klautky & Associates
7. Phase I Strategic Planning for the Ministry of Trade, Tourism & Industry (18 - 23 May, 1997) - *Kandell Bentley-Baker*
8. Two Customer Care Workshops for Ministry of Trade, Tourism & Industry and Guyana National Bureau of Standards (May - June, 1997) - *Joyce Sinclair*
9. Strategic Planning Retreat for Ministry of Trade, Tourism & Industry (June 29 - July 11, 1997) - *Kandell Bentley-Baker*

10. Consumer Hotline Workshop Report for Ministry of Trade, Tourism & Industry (August 1997) - *Joyce Sinclair*
11. Advisory Committee Workplan Workshop (August - September, 1997) - *Joyce Sinclair*
12. Proposals for an Investment Strategy (September, 1997) - *Siegfried Marks, David E. Lewis & Arnold McIntyre*
13. Assistance to Develop a Communication Strategy for Ministry of Trade, Tourism & Industry and its Divisions and Agencies, with Special Focus on Assistance to the Consumer Affairs/Guyana National Bureau of Standards Public Outreach Campaign (11 October, 1997) - *Carlton A. W. James*
14. Tourism Legislation Report (13 November, 1997) - *Melinda Janki*
15. Trade Policy Implementation, Phase I Preliminary Report (5 December, 1997) - *William Huth*
16. Quantitative Assessment of Revenue Impact of Investment Incentives Proposed in Draft Investment Strategy (June 1998) - *M. Haris Jafri & Charles Montrie*
17. Guyana's International Trade Policy Options and Strategy (11 July 1998) - *Anthony Peter Gonzales*
  - Guyana's External Trade Strategy with Particular Reference to FTAA and Post-Lome Arrangements (07/98)
  - Executive Summary
18. Establishment of a Guyana Tourist Board (25 July 1998) - *Alison Austin*
19. Trade Policy Implementation, Phase II Final Report (3 August 1998) - *William L. Huth*

#### **D. PSOs/NGOs**

1. Promoting Entrepreneurship and Small/Micro Enterprise Development; Proceedings & Papers of Symposium Held at the Embassy Club (3 July, 1996) - *Small Business Credit Initiative*
2. Stakeholder's Workshop (8 October, 1996) - *Trevor Hamilton & Henley Morgan*

3. Executive Summary: Analysis and Recommendations for Enhancing Guyana's Policy Environment for Business and Empowering Private Sector Organizations (8 November, 1996) - *Trevor Hamilton & Henley Morgan*
4. Volume I: Analysis of the Policy and Institutional Environment for the Guyanese Private Sector and Recommendations for Enhancement (8 November, 1996) - *Trevor Hamilton*
5. Final Report: Institutional Strengthening Initiative for Guyana's NGOs (7 February, 1997) - *Henley Morgan*
6. Institute of Private Enterprise Development and Institutional Development Program Micro-Window (26 April, 1997) - *Margaret Bartel*
7. Output Document Phase I: Institutional Strengthening Initiative for Guyana's NGOs (25 April, 1997) - *Henley Morgan*
8. Institute for Private Development Micro-Credit Training Program (11 to 22 July, 1997) - *Margaret Bartel & Nancy Natilson*
9. IPED's Microcredit Program Recommendations Resulting from the Training Program (11-24 July, 1997) - *Margaret Bartel & Nancy Natilson*

## **ANNEX B**

### **SUMMARY OF EXPENDITURES**

The following budget summary includes all funds allocated to the project from October 1995 through the extension period, August 31, 1998.

The expenditure information is presented separately for U.S. dollars and Guyana dollars and also includes a summary of the combined figures. This information includes all invoices submitted through August 31, 1998. A final invoice is expected to be submitted by IGI International prior to October 31, 1998 for reimbursement of various items (long-distance calls, courier charges). This final invoice is not expected to exceed US\$10,000.00 and, therefore, should not have any significant impact on this summary report.

## **ANNEX C**

### **INVENTORY OF PROCUREMENT**

The USAID contract authorized approximately \$423,000.00 to be spent on the procurement of office, training, and information equipment and supplies for MOF, MTTI and PSO's/NGO's.

Attached is a list of all the informatics and non-informatics equipment procured under the contract. IGI International, Inc. was authorized to turn over the items procured for the ministries and the PSO's/NGOs directly to the respective organizations/divisions. The USAID Project Manager was provided with copies of each completed/signed Fixed Asset Report. IGI International was further advised to leave the office furniture/equipment that was used by the Liaison office in place in that office. The USAID Project Manager reconciled the inventory with the IGI Staff on August 28, 1998 and accepted all the property left in that office.

## ANNEX D

### SUMMARY OF LOE

#### Long Term Advisors

TOTAL PROJECT PERSON MONTHS	TOTAL LONG TERM USED IN QUARTER	TOTAL CUMULATIVE LONG TERM USED	REMAINING LONG TERM IN PROJECT
60 P.M.	4	60	0

#### Short-Term Technical Assistance: Local

TOTAL PROJECT LOCAL STTA Days and Person Months	TOTAL STTA USED IN QUARTER	TOTAL CUMULATIVE STTA USED	REMAINING STTA IN PROJECT
955 P. D./44.1 P.M.	148.64 P.D.	931.62 P.D.	23.34 P.D.

#### Short-Term Technical Assistance: Off Shore

TOTAL PROJECT OFF-SHORE STTA Days and Person Months	TOTAL STTA USED IN QUARTER	TOTAL CUMULATIVE STTA USED	REMAINING STTA IN PROJECT
1001 P.D./46.2 P.M.	101 P.D.	640 P.D.	361 P.D.

#### Training: In Guyana (Seminars, Workshops and Institutional Training)

TOTAL PROJECT PERSON MONTHS	NUMBER OF PEOPLE TRAINED THIS QUARTER	TOTAL PERSON MONTHS THIS QUARTER	TOTAL CUMULATIVE PERSON MONTHS	REMAINING PERSON MONTHS
150 P.M.	87	13.98	95.38	54.62

#### Training: U.S. and Third Country

TOTAL PROJECT PERSON MONTHS	NUMBER OF PEOPLE TRAINED THIS QUARTER	TOTAL PERSON MONTHS THIS QUARTER	TOTAL CUMULATIVE PERSON MONTHS	REMAINING PERSON MONTHS
12 P.M.	1	0.14	6.72	5.28